

## **The Influence of the Electronic Document Management System (EDMS) on Organizational Performance Through Operational Efficiency, Decision Making and Document Security at the Regional Office of the Ministry of Religion, West Sulawesi Province**

**Sitti Hajrah <sup>1</sup>, Hasniaty <sup>2</sup>, Muhammad Ridwan Arif <sup>3</sup>**

*<sup>1,2,3</sup> Fajar University, Makassar*

### **Abstract**

This research aims to analyze the extent to which the implementation of the use of EDMS in managing organizational documents as a digital transformation in the archives sector is able to improve organizational performance through operational efficiency, decision making and document security at the Regional Office of the Ministry of Religion, West Sulawesi Province.

The research approach used in this research is qualitative and quantitative methods with explanatory *and* descriptive approaches. From the total population data, the Slovin formula was used to obtain a sample of 125 respondents.

These results show that the path coefficient between variables is that EDMS Implementation has a positive and significant effect on Operational Efficiency, EDMS Implementation directly affects Decision Making, EDMS Implementation has a positive and significant effect on Document Security, EDMS Implementation has no direct effect on Organizational Performance. EDMS has an indirect effect on organizational performance through Operational Efficiency, EDMS Implementation indirectly has an effect on Organizational Performance through Decision Making and EDMS Implementation indirectly has a positive and significant effect on Organizational Performance through Document Security, Operational Efficiency has a positive effect on organizational performance, decision making decisions have a positive effect on organizational performance, document security has a positive effect on organizational performance at the Regional Office of the Ministry of Religion, West Sulawesi Province.

**Keywords:** EDMS, Decision Making, Document Security, Efficiency and Organizational Performance

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✉Corresponding author:

Email Address: [nitahasniaty@gmail.com](mailto:nitahasniaty@gmail.com)

### **INTRODUCTION**

West Sulawesi Province, as a result of the expansion of South Sulawesi Province which was inaugurated on October 5 2004, has shown significant developments in various aspects of government and public services. One of the important steps taken after its formation was the establishment of the Regional Office of the Ministry of Religion of West Sulawesi Province, which was regulated through the Regulation of the Minister of Religion of the Republic of Indonesia Number 13 of 2005. However, like many new institutions, the Regional Office of the Ministry of Religion of West Sulawesi faced various challenges,

especially in archive management matters. Archives, as important records of organizational activities, have a vital role in supporting operational continuity, accountability and decision making. Effective archive management is the key to supporting bureaucratic reforms launched by the government since the 2004-2009 period.

Previous research shows that archive management in various government agencies in Indonesia is still far from the expected standards. For example, a study conducted by Yulianto (2019) shows that most government offices in Indonesia are still struggling with the problem of inadequate archive storage space, a lack of skilled archivists, and low awareness of the importance of good archive management. In the context of West Sulawesi, this situation is exacerbated by the lack of facilities such as adequate storage space, as well as the tools needed to manage active, inactive and vital records. This condition not only hampers operational efficiency, but also threatens the sustainability of public services.

Sovia (2017), in her book "Dynamic Archives Management," also highlights the challenges in managing dynamic archives in government agencies. He emphasized that active archives must be managed well because they have a high frequency of use and play an important role in planning, monitoring and accountability. However, at the West Sulawesi Province Ministry of Religion Regional Office, active archive management is not yet optimal, with archives still spread across processing units and not yet centralized in a central file. Additionally, inactive archives are often mixed with non-archival items, causing damage and decreasing the quality of information.

In order to improve the quality of archival services, serious efforts are needed to improve the records management system, both dynamic and static, at the Regional Office of the Ministry of Religion, West Sulawesi Province. This research aims to evaluate the current condition of records management in this agency and provide recommendations for future improvements.

### *Relationships Between Variables and Hypothesis Development*

Study with title the influence of the Electronic Document Management System (EDMS) on performance organization, there is a number of variable mutually important related, ie efficiency operational, retrieval decisions, and security document. Connection between variables This has Lots studied in study before, give strong foundation For understand How implementation of EDMS can influence performance organization.

First, efficiency operational often become focus main in implementation of EDMS, where the system This designed For increase speed and accuracy in management document. Study previously, as done by Chiu and Wu (2018), showed that EDMS is capable reduce time required For search and access document, so increase efficiency operational in a way overall. In addition, research by Alalwan et al. (2017) found that EDMS usage significant reduce cost operational Because decline need will room storage physical and reduction use paper.

Second, retrieval decision is variable other keys that are influenced by the implementation of EDMS. According to research by Yen et al. (2019), availability more information faster and more accurate via EDMS is possible manager For make more decisions appropriate time and based on more data Good. In other words, EDMS improves quality information that supports the retrieval process decision, which in turn can increase performance organization.

Third, security document is one aspect critical in implementation of EDMS. Research by Lee and Suh (2019) shows that EDMS provides mechanism more security Good compared to with management document conventional, like encryption and control strict access, so protect information sensitive from no access valid

. Additionally , according to study conducted by Rusu et al. (2020), improvement security document through EDMS also has an impact on reduction risk data loss and damage document important , which contributes straight to the upgrade performance organization .

Study This aim For explore How third variable that – efficiency operational , retrieval decisions , and security document – interact in context implementation of EDMS at the Regional Office of the Ministry of Religion of West Sulawesi Province , and how interaction This impact on performance organization in a way overall . Through more understanding in about relatedness between variables this , research This expected can give significant contribution in development of management strategies more documents effective in the agency government .

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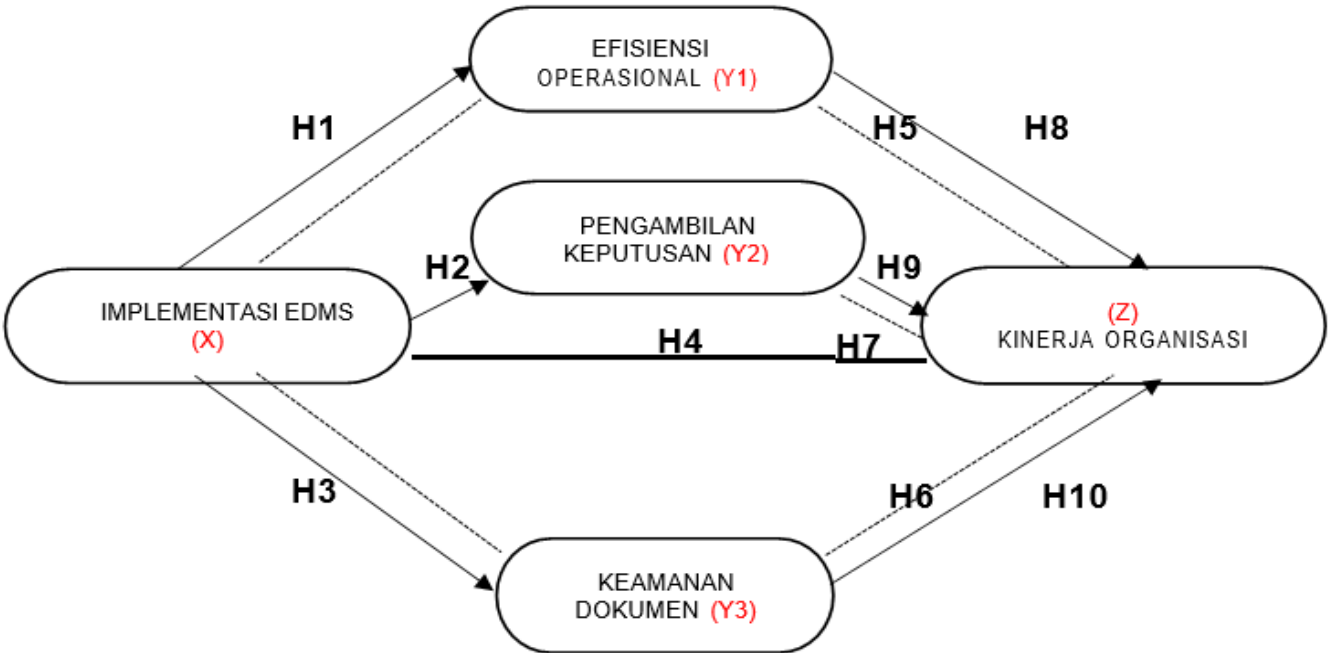


Figure 1: Framework of Thought

METHODOLOGY

This research uses quantitative methods to produce descriptive data using numbers and statistics. The main goal of research design is to ensure that there is a clear direction and targets are achieved. Electronic Document Management System (EDMS) against performance organization , there is a number of variable mutually important related , ie efficiency operational , retrieval decisions , and security document . With a quantitative approach, this research will use statistical analysis to test the relationship between these variables.

This research examines the influence of five main variables, namely Electronic Document Management System (EDMS), performance organization , efficiency operational , retrieval decisions , and security document , researchers will examine a certain population or sample using sampling techniques which are generally carried out randomly. The data collected will be analyzed quantitatively (statistically) to test the hypotheses that have been established.

This research uses a quantitative approach to gain a more objective understanding and broader generalizations about the relationship between the variables studied.

By analyzing numbers and statistics, this research aims to determine whether there is a positive, negative, or no relationship between these variables in the context studied.

Data Analysis Methods

Data analysis methods used in research This is analysis multiple liner regression (*multiple regression analysis*) Analysis data in study This is structure equations model(SEM) with approach variance based or components based with Partial Least Squares (PLS).

Hypothesis Testing

a. Partial Test

The t-statistical test basically looks at the level of influence of an explanatory variable to explain variations in the related variable. To find out whether the hypothesis is accepted, a t-test is carried out comparing the results of the t count and t table with a significance level below 0.05.

b. Coefficient of Determination Test

The coefficient of determination is used to predict how much the independent variable or independent variable (X) contributes to the dependent variable (Y), and the value of the coefficient of determination shows how the influence of variable X contributes at the same time. It's in the variable Y (together) for checking purposes. It could be said that the influence of variable X on variable Y is getting weaker as the value of the coefficient of determination (R-squared) becomes smaller. Preferably, the closer the determination coefficient is to 1, the stronger the influence of variable valid .

Variable Measurement

Operational definitions in research are detailed explanations of how the variables in research will be measured or defined concretely. The operational definition provides clear and measurable instructions on how to collect data and measure the variables used in research as follows:

Table. 1 Operational Definition

Variable	Operational Definition	Indicator	Operational Definition	Measurement
	Variable	Variable	Variable Indicator	
X  Implementation of EDMS (Electronic Document Management System)  Haider, Mahadi, Aryati, Haslina (2015) (X1)	an information technology-based system used to manage documents electronically. EDMS implementation includes the process of implementing and integrating this system into an organization's operations to replace or complement a physical document management system.	Support management peak	involvement leader	5 point Likert scale
		Security and Trust	secure information organization of users Which No legitimate	5 point Likert scale
		Training employee	Training skills IT For adopt service new	5 point Likert scale
		Awareness	Employee must aware will importance recording And practice recording they in increase For accommodate change Which brought by technology new	5 point Likert scale

		Resistance to change	rejection that appears on individual to exists change in a organization	5 point Likert scale
Y1 Operational Efficiency Joni, Kartika, Arni, Musthofa, Zakiah (2023)	Operational efficiency is a measure of the extent to which resources are used optimally to achieve desired results. This research focuses on how the implementation of an electronic document management system (EDMS) can improve an organization's operational efficiency.	Time	Fast search system produce Work more efficient	5 point Likert scale
		Performance	Employee work results quality And quantity Which achieved according to responsibility Which given	5 point Likert scale
Y2 Laudon Decision Making, Laudon, (2016)	selection process action from a number of available alternatives , carried out by management For reach objective organization . Laudon and Laudon emphasized that taking decision is element critical in management , which is greatly influenced by availability and quality information .	Grant assistance provided	Grants are assistance in the form of money, goods and/or services originating from the Central Government	5 point Likert scale
		HR Development	Human resource development by increasing the ability of information sources regarding data obtained from the source	5 point Likert scale
		Analysis Information	Ability to analyze information Which relevant	5 point Likert scale
		Satisfaction User	Response And bait come back Which displayed by the user after use EDMS	5 point Likert scale
Y3 Document Security Joni, Kartika, Arni, Musthofa, Zakiah (2023)	a set of measures and procedures designed to protect documents from unauthorized access, damage, and loss. Their research emphasizes the importance of a strong document security system in maintaining the integrity, confidentiality, and availability of critical information within an organization.	Security Physique document	arrangement access, arrangement room save, zoom out possibility damage And lost archive	5 point Likert scale
		Security information archive	Archives only used by person Which entitled, arrange access	5 point Likert scale
Z Organizational Performance Junaidi, Putra, Marantika (2024)	the ability of an organization to achieve its stated goals through the efficiency and effectiveness of its internal processes. Junaidi emphasized the importance of coordination between departments, effective resource management, and	Efficiency operational	cost reduction operational	5 point Likert scale
		Effectiveness	cooperative, communicative, level use Source Power Organization	5 point Likert scale

	innovation in work processes as the main factors that determine organizational performance. Performance is assessed by the extent to which the organization is able to achieve its strategic goals, as well as its ability to adapt to changes in the external environment	Innovation service	Process improvement, process innovation And creation process	5 point Likert scale
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## RESEARCH RESULT

### 1. Coefficient of Determination (R<sup>2</sup>)

Table 2. Coefficient Determination/Result Test R Square)

Variable	R Square	R Square Adjusted
Operational Efficiency(Y1)	0.583	0.580
Retrieval Decision (Y2)	0.432	0.428
Document Security(Y3)	0.466	0.461
Performance Organization (Z)	0.742	0.734

Source. Data processed year 2024

From table 2 it can be seen that the r square value of the Efficiency variable Operational (Y1) is 0.583, this indicates that the variable Implementation EDMS (X) capable explain variable Efficiency Operational (Y1) is 58.3%, so it can be concluded that the model considered moderate (Savitri et al., 2021: 35).

The r square value of the Decision Making variable (Y2) is 0.432, This indicates that the EDMS Implementation variable (X) is capable explains the Decision Making variable (Y2) of 43.2%, then can be concluded that model is considered moderate.

The r square value of the Document Security variable (Y3) is 0.466, p This indicates that the EDMS Implementation variable (X) is capable explains the Document Security variable (Y3) of 46.6%, then can be concluded that model is considered moderate.

The r square value of the Organizational Performance variable (Z) is 0.743, p This indicates that the variable EDMS Implementation (X), Efficiency Operational (Y1), Retrieval Decision (Y2) And Security Document.

### 2. F Test Results

Following it shows the results test f square:

Table 3. Results Test f Square

Variable	Efficiency Operational (Y1)	Retrieval Decision (Y2)	Security Document (Y3)	Performance Organization(Z)
Implementation EDMS(X)	1,399	0.761	0.871	0.010
Operational Efficiency(Y1)				0.075
Retrieval Decision (Y2)				0.063
Document Security(Y3)				0.057

From the table above it can be seen that the f square value of the EDMS Implementation variable (X) on Operational Efficiency (Y1) is 1.399, this indicates that the influence of EDMS Implementation on Operational Efficiency is in the large category (Savitri et al., 2021). The f square value of the variable EDMS Implementation (X) on Decision Making (Y2) is 0.761, this indicates that the influence of EDMS Implementation on Decision Making is in the large category. The f square value of the variable EDMS Implementation (X) on Document Security (Y3) is 0.871, this indicates that the influence of EDMS Implementation on Document Security is in the large category (Savitri et al., 2021). The f square value of the variable EDMS Implementation (X) on Organizational Performance (Z) is 0.010, this indicates that the influence of EDMS Implementation on organizational performance is in the small category (Savitri et al., 2021). The f square value of the Operational Efficiency (Y1) variable on Organizational Performance (Z) is 0.075, this indicates that the influence of Operational Efficiency on Organizational Performance is in the small category. The f square value of the Decision Making variable (Y2) on Organizational Performance (Z) is 0.063, this indicates that the influence of Decision Making on Organizational Performance is in the small category. The f square value of the Document Security variable (Y3) on Organizational Performance (Z) is 0.057, this indicates that the influence of Document Security on Organizational Performance is in the small category

### 3. Test Results Q Square ( $Q^2$ )

Dsvs Table.4. Test Relevance Prediction ( $Q^2$ )

	SSO	SSE	$Q^2 (=1 - \text{SSE}/\text{SSO})$
Operational_Efficiency (Y1)	500,000	267,342	0.465
Decision-making (Y2)	500,000	319,605	0.361
Document_Security (Y3)	500,000	332,775	0.335
Organizational_Performance (Z)	375,000	162,494	0.567

Source. Data processed Year 2024

From table 4, the Q square value of the variable Operational Efficiency (Y1) is  $0.465 > 0$ , this shows that the EDMS Implementation variable (X) is good or suitable as a variable explanation that is able to predict the Operational Efficiency variable (Y1), so can concluded that ability the prediction is at on category moderate (Savitri et al., 2021: 35).

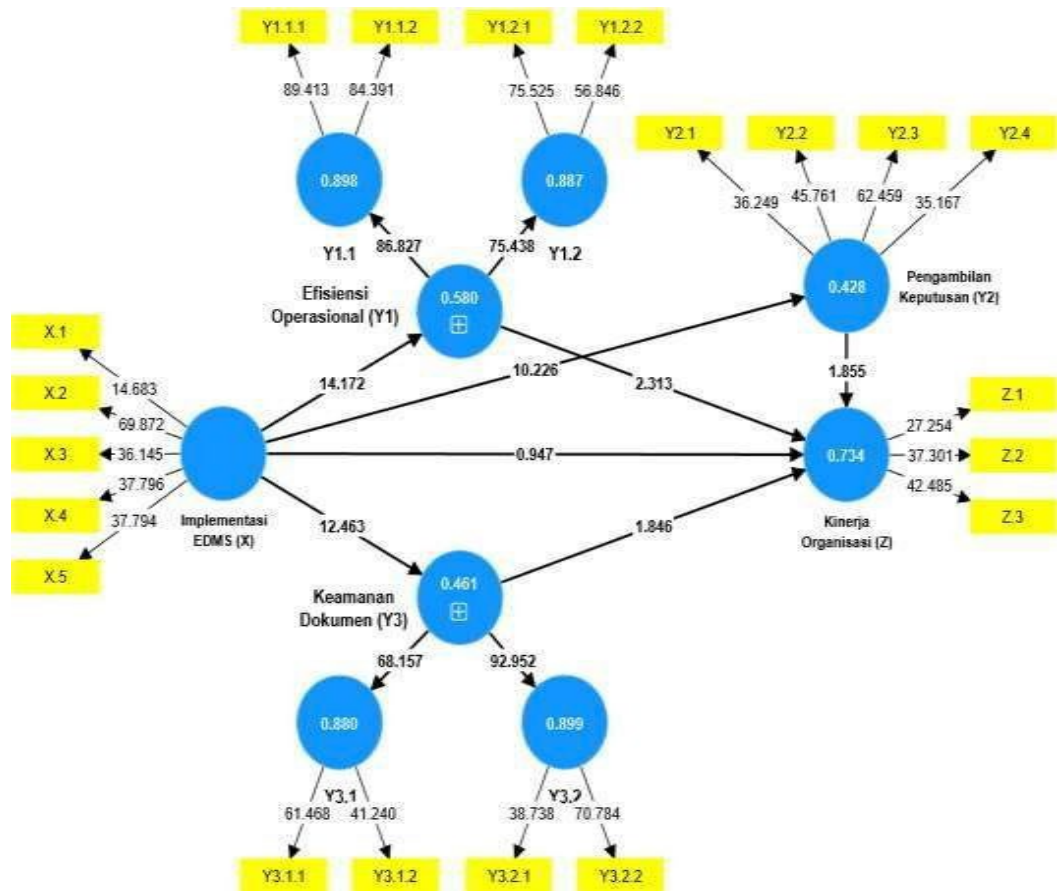
The Q square value of the Decision Making variable (Y2) is  $0.361 > 0$ , matter the show that variable Implementation EDMS (X) Good or in accordance as variable explainer Which capable predict Decision Making variable (Y2), it can be concluded that its predictive ability is at category strong.

Mark Q square variable Security Document (Y3) as big as  $0.334 > 0$ , this indicates that the EDMS Implementation variable (X) good or suitable as an explanatory variable that is able to predict variable Security Document (Y3), so can concluded that ability the prediction is at category moderate.

The Q square value of the Organizational Performance variable (Z) is  $0.567 > 0$ , matter the show that variable Implementation EDMS (X), Operational Efficiency (Y1), Decision Making (Y2) and SecurityDocument

(Y3) is good or suitable as a capable explanatory variable predict the Organizational Performance variable (Z), then it can be concluded that its predictive ability is at category strong.

#### 4. Direct Effect Test



Picture 2. Results Test Inner Model influence direct (T Statistics)



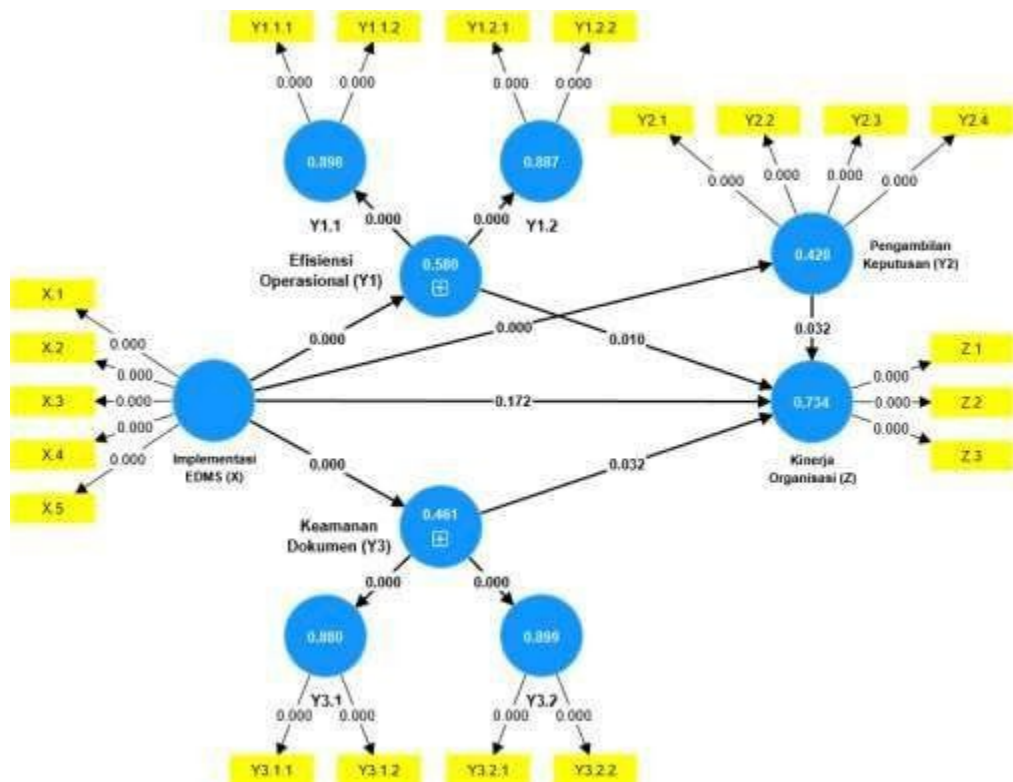


Figure 3. Inner Model Test Results for the direct influence of P Value

Table 5. Results Test Influence Direct

Variable	Coefficient	Q Statistics	P Values	Decision
EDMS_Implementation (X) -> Operational_Efficiency(Y1)	0.764	14,172	0,000	H1 Accepted
EDMS_Implementation (X) -> Decision-making (Y2)	0.657	10,226	0,000	H2 Accepted
EDMS_Implementation (X) -> Document_Security (Y3)	0.682	12,463	0,000	H3 Accepted
EDMS_Implementation (X) -> Organizational_Performance(Z)	0.080	0.947	0.172	H4 Rejected
Efficiency Operational (Y1) -> PerformanceOrganization (Z)	0.334	2,313	0.010	H8 Accepted
Retrieval Decision (Y2) -> Performance Organization (Z)	0.295	1,855	0.032	H9 Accepted
Security Document (Y3) -> PerformanceOrganization (Z)	0.221	1,846	0.032	H10 Accepted

Source Data processed year 2024

## 5. Indirect Effect Test

Table 6. Results Test Influence No Direct

Variable	Coefficient	Q Statistics	P Values	Decision
EDMS_Implementation (X) -> Operational_Efficiency (Y1) -> Organizational_Performance (Z)	0.255	2,217	0.013	H5 Accepted
EDMS_Implementation (X) -> Decision_Making (Y2) -> Organizational_Performance (Z)	0.194	1,772	0.038	H6 Accepted
EDMS_Implementation (X) -> Document_Security (Y3) -> Organizational_Performance (Z)	0.151	1,832	0.033	H7 Accepted

Source Data processed year 2024

The analysis shows that the implementation of EDMS significantly increases operational efficiency at the Regional Office of the Ministry of Religion of West Sulawesi Province. With a positive path coefficient of 0.764 and a t-statistic of 14.172, these findings confirm the existence of a strong positive correlation between EDMS and efficiency, as evidenced by a P value of 0.000. EDMS implementation, especially through applications such as SRIKANDI, has simplified processes such as document search, approval, and distribution, reduced errors, and accelerated service times. Previously, tasks such as document approval that could take hours, now only take around 30 minutes, demonstrating the effectiveness of the system. The study also highlights the importance of leadership support and ongoing training to maintain these efficiency improvements. This finding is in line with research by Suroyo (2017) and Rosenblatt (2017), which further strengthens the positive impact of EDMS on operational efficiency and organizational performance. (Y3) capable

## CONCLUSION

Based on the results of the research and studies described previously, it can be concluded as follows:

Study This test the influence of the Electronic Document Management System (EDMS) on performance organization through efficiency operational , retrieval decisions , and security documents at the Regional Office of the Ministry of Religion, West Sulawesi Province . Analysis results show that EDMS has influence positive and significant to efficiency operational , retrieval decisions , and security document , which is overall impact positive on performance organization . However , influence EDMS directly against performance organization in a way overall No significant , shows that implementation of EDMS only Not yet Of course increase performance organization without support factor mediation like efficiency operational , quality taking decisions , and security document . Efficiency operational , quality taking decisions , and security Improved documents via proven EDMS become factor significant mediation in increase performance organization at the Regional Office of the Ministry of Religion of West Sulawesi Province

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